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now
11/17/60

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Dissemination of Non-CIA Cables

1. PROBLEM:

To determine what effect the transfer of the non-CIA cable dissemination function to the Cable Secretariat would have on the speed of service to various Agency components, and whether the present dissemination system could be speeded up.

2. ASSUMPTION:

This study assumes that any speed up in service must be accomplished without an increase in present personnel strength.

3. FACTS BEARING ON THE PROBLEM:

- a. Non-CIA cables are received in the Agency 13 times daily from State, Army, Navy, Air, USIA and ICA (see Charts 1 and 2). These cables are disseminated by OOR Cable Center to addressees throughout the Agency including the RPD Dissemination Section which is responsible for internal DDP dissemination. During the past nine months (January to September 1960) the volume of non-CIA cables received in the Agency has averaged 13,990 cables per month.
- b. Under the present dissemination system, the DDP Area receives its copies of non-CIA cables later than the rest of the Agency. Under a system in which the Cable Secretariat would disseminate all non-CIA cables received in the Agency, the DDP Area would receive its copies of cables faster but it would be at the expense of slower delivery to the rest of the Agency. (See Charts 1 and 2.)
- c. Although the processing time in the OOR Cable Center for DDP's copies of non-CIA cables is minimal, faster service could be provided to the DDP by the Cable Secretariat because these cables would be processed by one less disseminating element, and would be placed in the courier system one less time. (Compare Charts 3 and 5 and Charts 4 and 6.)

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- d. Areas other than the DDP would receive their cables later if they were disseminated by the Cable Secretariat because of physical location in relation to the Cable Secretariat, delays in waiting for courier runs to depart, and poor connections with existing courier schedules.
- e. There are factors other than speed of delivery that should be considered prior to any decision to physically transfer the dissemination function to the Cable Secretariat:
 - (1) Within 12 months, the Agency should be in the new building, where the pneumatic tube system will greatly reduce the delivery times for non-CIA cables, as well as other correspondence. This alone will improve the service to the DDP Area and at no expense in service to the rest of the Agency.
 - (2) To accommodate at this time a physical transfer to the Cable Secretariat of OOR Cable Center and that part of RHP/DS disseminating non-CIA cables, the Cable Secretariat would need additional space for 13 persons and 26 safes, in an already overcrowded "H" Building.
 - (3) Service to the DDP Area can be improved to some extent without physically transferring the dissemination function to the Cable Secretariat. This can be accomplished at the OOR Cable Center and the RHP Dissemination Section will use every courier run that is available. (See Charts 1, 2, 7 and 8.)
 - (4) Twenty-four hour, seven day per week coverage for non-CIA cables can be provided to the DDP without physically transferring the dissemination function to the Cable Secretariat. This can be accomplished by OSI Watch providing a copy of all, or selected, non-CIA cables to the Cable Secretariat from 1700 hours to 0030 hours daily and from 1330 hours on Saturday to 0030 hours on Monday. (See Chart 9.) The average daily volume of non-CIA cables received during these hours is 161. An Agency courier is available to deliver these cables from OSI to the Cable Secretariat.

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4. DISCUSSION:

a. On the basis of the facts presented, it is evident that physically transferring the non-CIA cable dissemination function to the Cable Secretariat at this time will benefit only the DDP. The rest of the Agency will benefit most from a continuation of the present dissemination system. (See Charts 1 and 2.) However, a physical merger of the Cable Secretariat, the OOR Cable Center and that part of RIB/DS disseminating non-CIA cables would appear to be desirable after the move to the new building. Some of the benefits that could accrue from the centralization of such functions would be:

- (1) Sharing of certain common service facilities, such as mailroom, sorting desks, reproduction equipment, files, etc.
- (2) A coordinated policy for the dissemination of urgent intelligence to Agency offices, insuring that each office receives full coverage from non-CIA as well as CIA sources.

b. There is also some question as to whether OOR and RIB/DS are the proper Agency organizational locations for the non-CIA cable dissemination function. While OOR and RIB/DS are responsible for disseminating non-CIA material received by the Agency, the perishable nature of cables lends a greater sense of urgency to their dissemination than other forms of non-CIA material. Since the Cable Secretariat is already responsible for disseminating that portion of Agency material requiring the most expeditious handling, it would appear to be the most logical place to locate the dissemination responsibility for non-Agency material requiring the most expeditious handling. The organizational transfer of this function from the OOR Cable Center and the RIB/DS to the Cable Secretariat at this time would allow for coordinated planning for a physical merger of these three organizations at the time of the move to the new building.

5. CONCLUSIONS:

a. The Cable Secretariat could disseminate non-CIA cables to the DDP faster than the present system. However, the physical transfer of the non-CIA cable dissemination function from OOR Cable Center and the RIB/DS to the Cable Secretariat would not be in the best interests of the Agency as a whole at this time.

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- b. The organizational transfer of the non-CIA cable dissemination function from OCR Cable Center and RID/DS to the Cable Secretariat should be considered at this time in preparation for a physical merger with the Cable Secretariat at the time of the move to the new building.
- c. Present service to the DDP can be improved to some extent by using all available courier runs and by assigning to the Cable Secretariat the function of Clandestine Services Duty Officer for non-CIA cables.

6. RECOMMENDATIONS:

- a. Leave the non-CIA cable dissemination function physically in the OCR Cable Center and the RID/DS until the move to the new building.
- b. Organizationally transfer, at this time, the non-CIA cable dissemination function from the OCR Cable Center and the RID/DS to the Cable Secretariat, in preparation for a physical merger with the Cable Secretariat at the time of the move to the new building.
- c. Improve service to the DDP Area as follows:
 - (1) Use all available courier runs for the movement of non-CIA cables from OCR Cable Center to RID/DS, and from RID/DS to DDP customers. (See Charts 1, 2, 7, and 8.)
 - (2) Broaden the Cable Secretariat's Clandestine Services Duty Officer responsibility to include non-CIA cables as well as CIA cables.
- d. Give the Cable Secretary sufficient administrative latitude within which he can make additional service improvements in the dissemination of non-CIA cables to Agency components.

[Redacted]
Acting Chief, Management Staff

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Attachments:

- Chart 1 - Summary of Findings for Regular Non-CIA Cables
- Chart 2 - Summary of Findings for SS Cables
- Chart 3 - Present Dissemination System - Regular Cables
- Chart 4 - Present Dissemination System - SS Cables
- Chart 5 - If Cable Secretariat Disseminates Regular Cables
- Chart 6 - If Cable Secretariat Disseminates SS Cables
- Chart 7 - Present System with Proposed Changes - Regular Cables
- Chart 8 - Present System with Proposed Changes - SS Cables
- Chart 9 - Dissemination of Non-CIA Cables (1700 - 0830)

SUBJECT: Dissemination of NON-CIA Cables

CONCURRENCES:


S/
ROBERT AMORY, JR.
Deputy Director
(Intelligence)

Date

S/
RICHARD BISSELL
Deputy Director
(Plans)

Date

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S/

Executive Officer, DCI

Date

APPROVED:

Date

L. K. White
Deputy Director (Support)

SUMMARY OF FINDINGS FOR REGULAR NON-CIA CABLES

| RECEIVED IN AGENCY | CUSTOMER | DELIVERY SCHEDULE TO CUSTOMERS * | | |
|---------------------------|---|----------------------------------|-------------------------------|------------------------------|
| | | PRESENT SYSTEM | A CABLE SECRETARIAT SYSTEM | PRESENT SYSTEM (REVISED) |
| 2000, 0215, 0500, 0730 | DDP DIV. DCI DDI & DDS OFFICES | 1115 0900 0955 | 0900 1045 1115 | 1115 0900 0955 |
| 0940 | DDP DIV. DCI DDI & DDS OFFICES | 1300 1040 1115 | 1100 1045 1230 | 1215 1040 1115 |
| 1015 | DDP DIV. DCI DDI & DDS OFFICES | 1500 1115 1230 | 1200 1215 1415 | 1400 1115 1230 |
| 1045 | DDP DIV. DCI DDI & DDS OFFICES | 1500 1145 1230 | 1200 1215 1415 | 1400 1145 1230 |
| 1200 | DDP DIV. DCI DDI & DDS OFFICES | 1115(FD)** 1300 1635 | 1345 1345 1515 | 1600 1300 1635 |
| 1300 | DDP DIV. DCI DDI & DDS OFFICES | 1115(FD) 1400 1635 | 1345 1345 1515 | 1700 1400 1635 |
| 1345 | DDP DIV. DCI DDI & DDS OFFICES | 1115(FD) 1445 1635 | 1515 1515 1635 | 1115(FD) 1445 1635 |
| 1545 | DDP DIV. DCI DDI & DDS OFFICES | 1115(FD) 1645 0955(FD) | 1645 1045 1115(FD) | 1115(FD) 1045 0955(FD) |

* REPRESENTS WHEN THE BULK OF THE CABLES FOR A PARTICULAR RUN WOULD BE DELIVERED

** (FD) - FOLLOWING DAY

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Chart #1

SUMMARY OF FINDINGS FOR 35 CABLES

| RECEIVED IN AGENCY | CUSTOMER | DELIVERY SCHEDULE TO CUSTOMERS * | | |
|---------------------------|---|----------------------------------|----------------------------------|------------------------------|
| | | PRESENT SYSTEM | A CABLE SECRETARIAT SYSTEM | PRESENT SYSTEM (REVISED) |
| 2000, 0215, 0900, 0730 | DDP DIV. DCI DDI & DDS OFFICES | 1115 0900 0955 | 0900 1045 1115 | 1115 0900 0955 |
| 0915 | DDP DIV. DCI DDI & DDS OFFICES | 1500 1015 1115 | 1100 1045 1230 | 1215 1015 1115 |
| 1015 | DDP DIV. DCI DDI & DDS OFFICES | 1500 1115 1230 | 1200 1215 1415 | 1500 1115 1230 |
| 1300 | DDP DIV. DCI DDI & DDS OFFICES | 0915(FD) ** 1400 1635 | 1515 1515 1515 | 1700 1400 1635 |
| 1630 | DDP DIV. DCI DDI & DDS OFFICES | 1115(FD) 1730 0955(FD) | 0900(FD) 0630(FD) 1230(FD) | 1115(FD) 1730 0955(FD) |

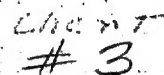
* REPRESENTS WHEN THE BULK OF THE CABLES FOR A PARTICULAR RUN WOULD BE DELIVERED

** (FD) - FOLLOWING DAY

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Chart #2

(0955 FOLLOW-
ING DAY)



NORMAL WORKING HOURS
(PRESENT PIE PRODUCTION SYSTEM)

0R000600040111-4
PLACED IN COUNTER. SYSTEM
FOR DELIVERY TO CUSTOMER

AGENCY
COURIER

CABLE
CENTER

AGENCY
COURIER

RI/DS

RI/DS
COURIER

DDP

DCI, OCI

61 OTHER DD
CUSTOMERS

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(1115 FOLLOW-
ING DAY) DCI

(0915 FOLLOW-
ING DAY)

(0955 FOLLOW-
ING DAY)

OTHER

DDP

DCI

OTHER

DDP

DCI

OTHER

DCI

OTHER

DCI

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NORMAL WORKING HOURS

(EXCEPT DISSEMINATION SYSTEM)

PLACED IN COURIER SYSTEM
FOR DELIVERY TO CUSTOMER

Chart # 4

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(THIS FOLLOW-
ING DAY)

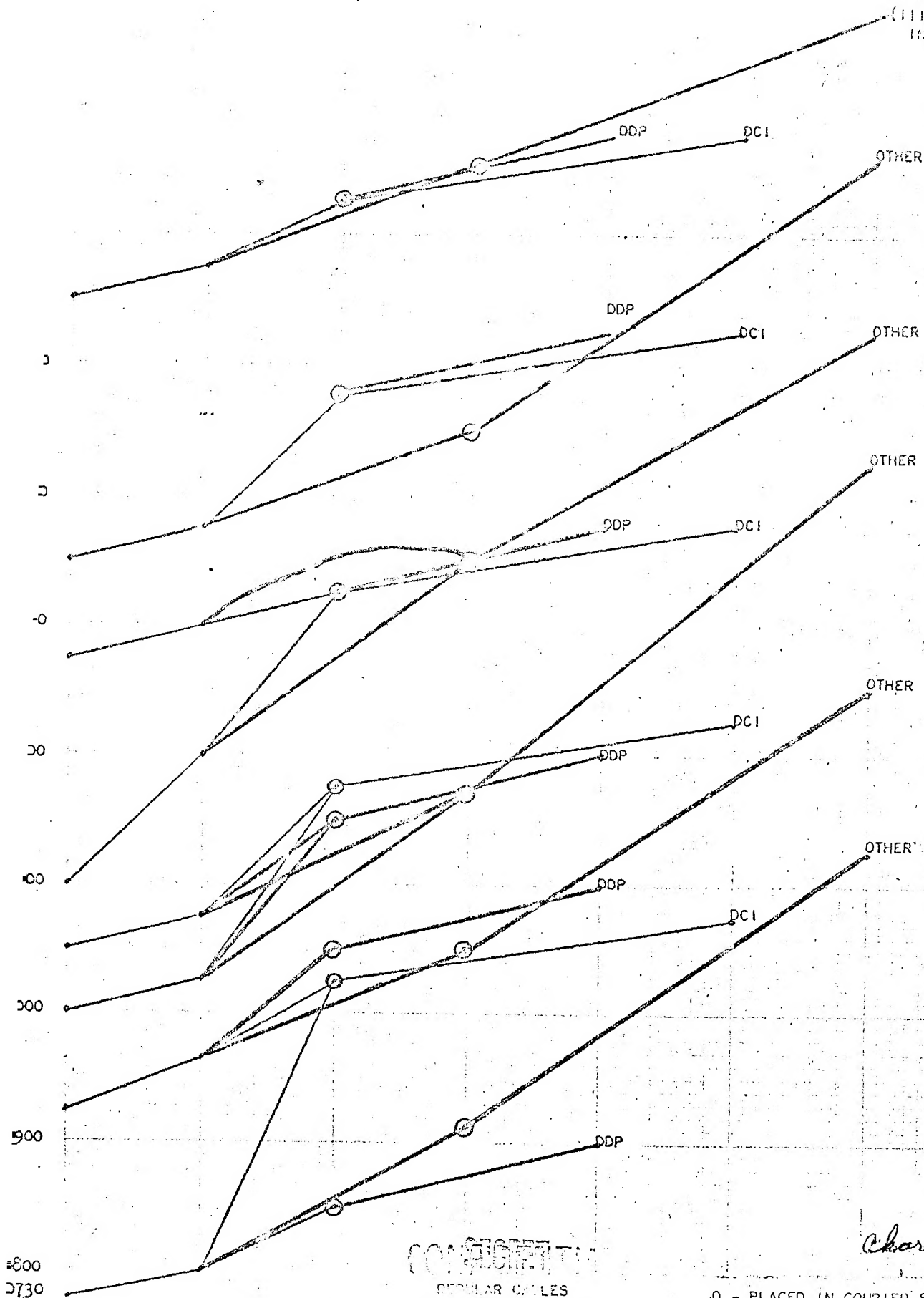


Chart #5

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REGULAR CABLES
NORMAL WORKING HOURS

0 - PLACED IN COURIER SYSTEM
FOR DELIVERY TO CUSTOMER

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AGENCY
COURIER

CABLE
SECRETARIAT

CABLE
SECRETARIAT
COURIERS

AGENCY
COURIERS

DDP
CUSTOMER

COL. WHITE
MR. AMORY

DDI CUSTOMERS

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DDP
(0900 FOLLOW-
ING DAY)

DCI
(0830 FOLLOW-
ING DAY)

OTHER
(1230 FOLLOW-
ING DAY)

DDP

DCI

OTHER

OTHER

OTHER

DCI

DDP

OTHER

DDP

DCI

DDP

Chart #6

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PLACED IN COURIER SYSTEM
FOR DELIVERY TO CUSTOMER

NORMAL WORKING HOURS

IF CABLE SECRETARIAT DISSEMINATES

0800
E SEC.
WATCH

AGENCY
COURIER

CABLE
CENTER

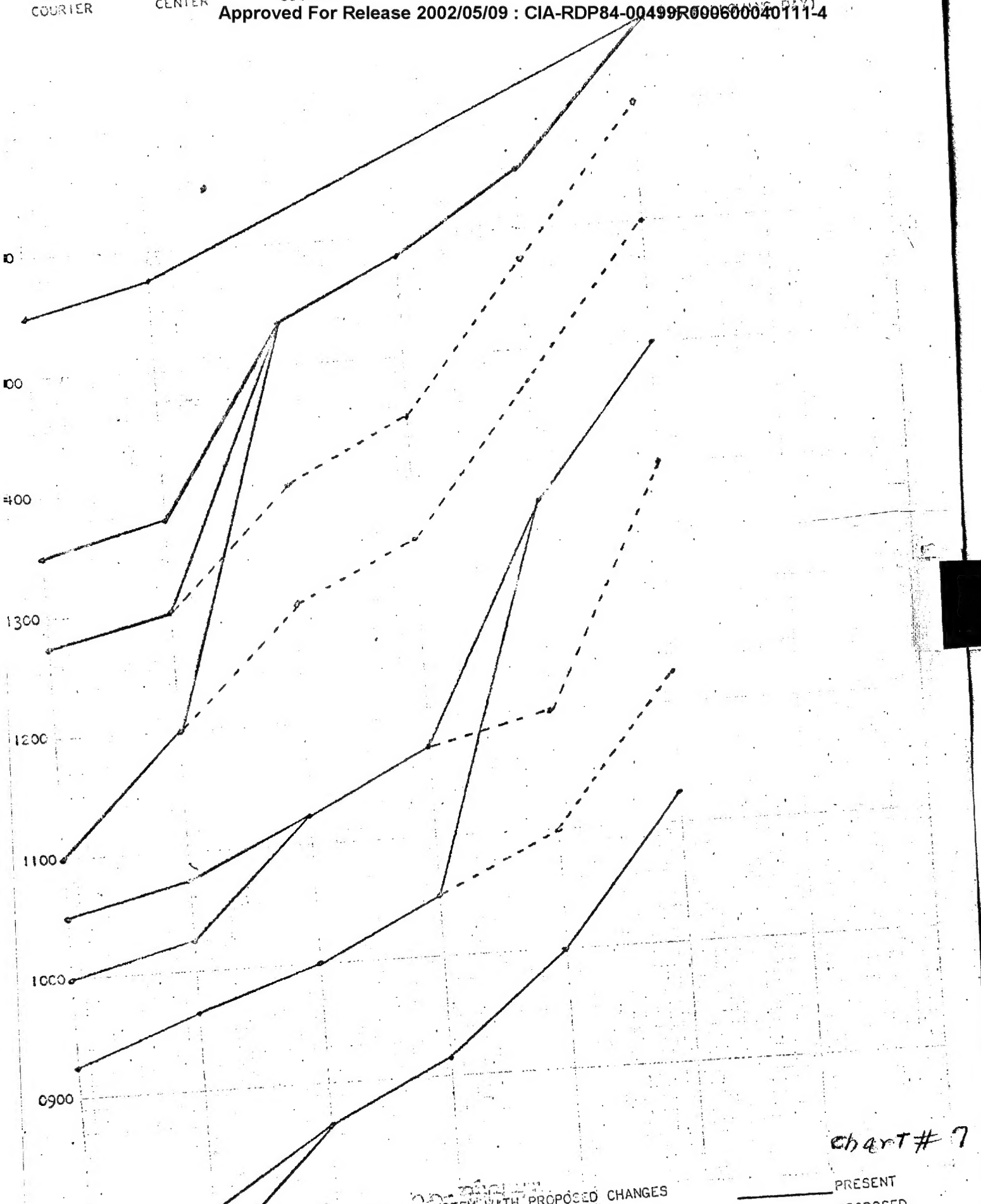
AGENCY
COURIER

RI/DS

RI
COURTIER

CUSTOMER

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PRESENT SYSTEM WITH PROPOSED CHANGES

(NORMAL WORKING HOURS)

PRESENT

PROPOSED

chart # 7

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(1115 FOLLOWING DAY)
(0915 FOLLOWING DAY)

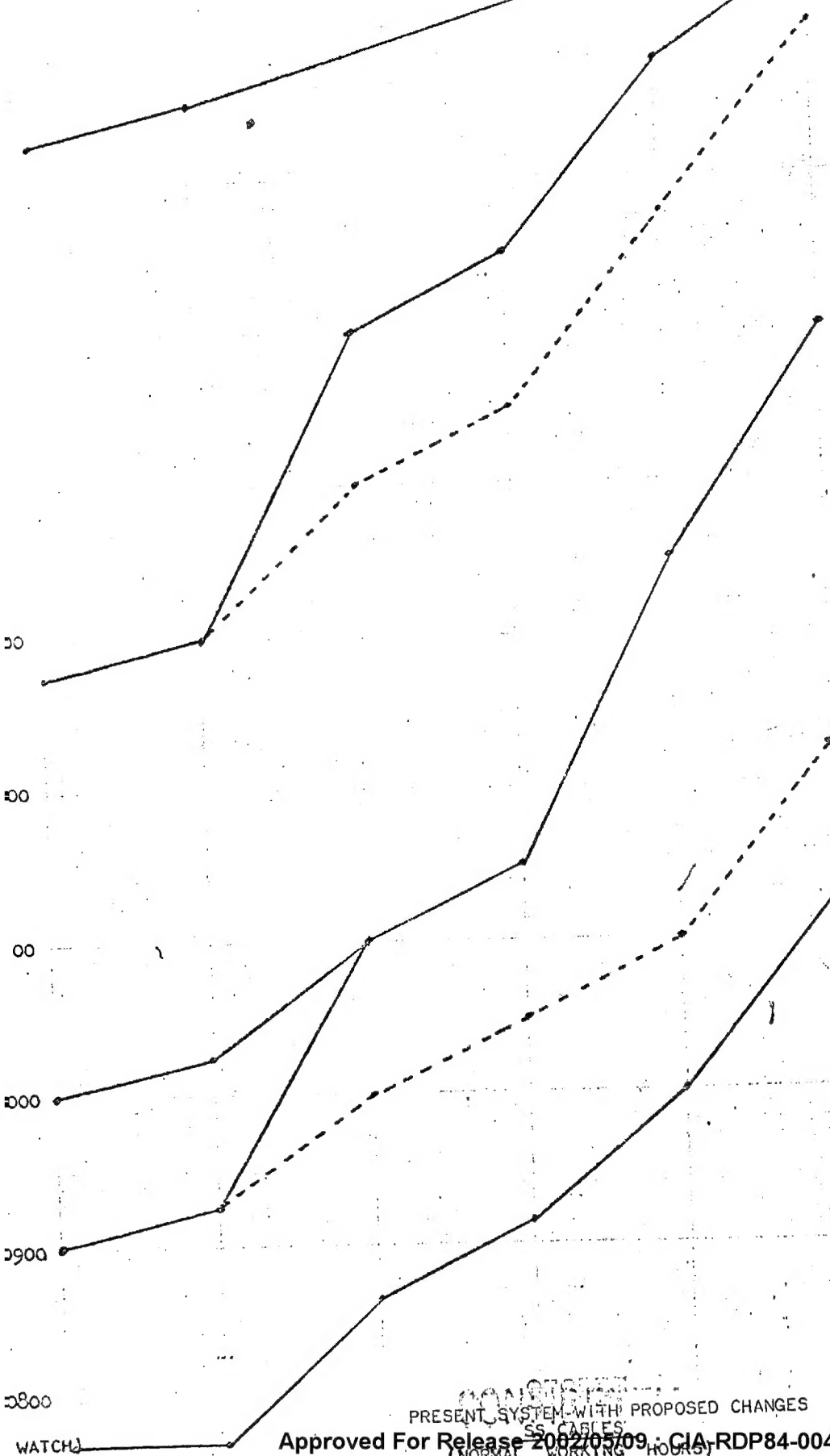
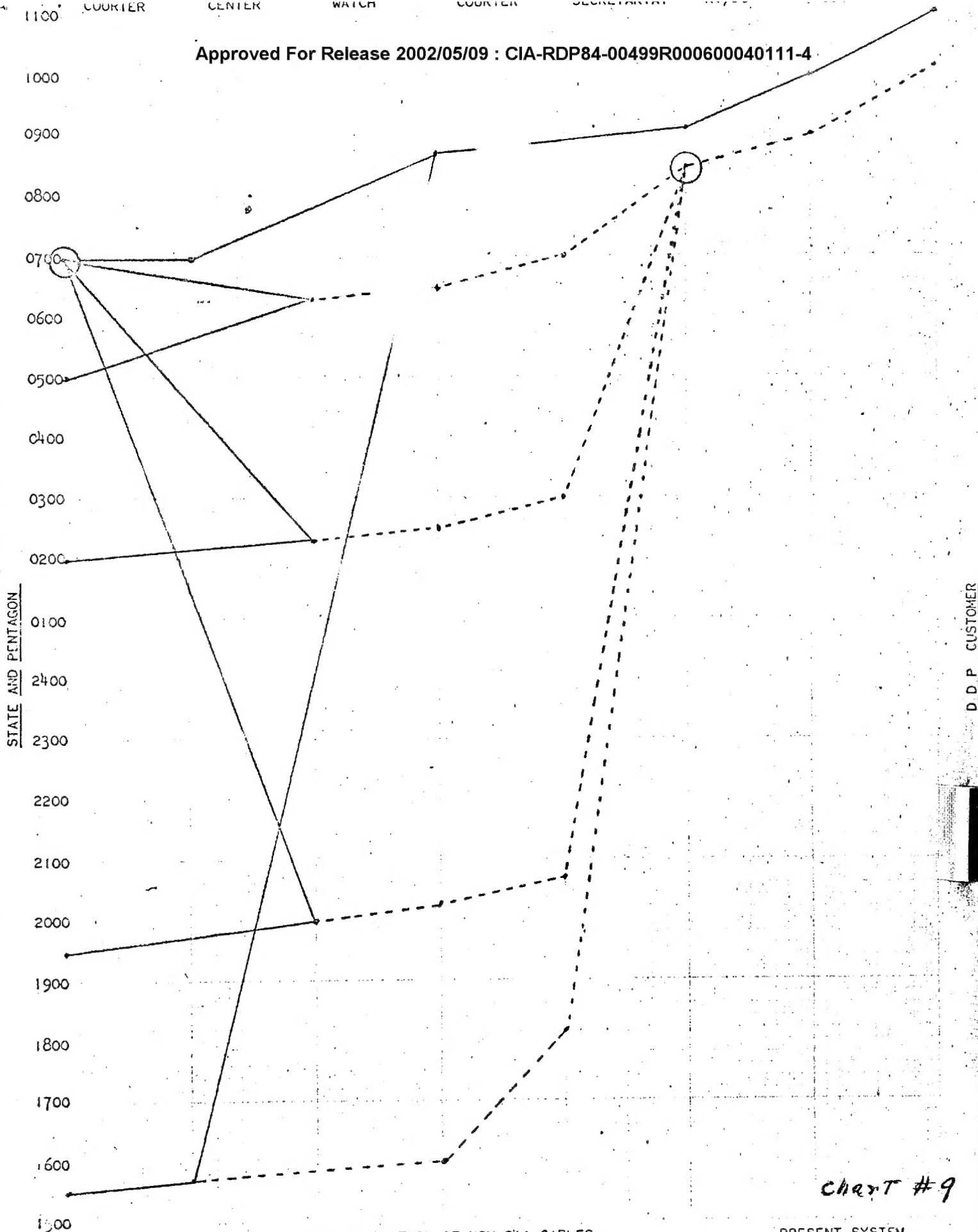


chart #8

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This study assumes that any speed up in service must be accomplished without an increase in present personnel strength.

Comment - If we have speeded up the "speed of service" it has not been without an increase in present personnel. As a matter of fact it has cost us _____ man hours at the expense of Cable Secretariat CIA Staff.

Para 3a states (Jan-Sept 1960) - Average volume is 13,990, current volume for same period is _____

Comment - Para 3c(4) assumes that the CSDO staff can read and that the CSDO night and weekend processing staffs can process 161 additional non-CIA cables without any impairment of service in CIA cables. This assumption is without any basis of fact and is completely misleading. If true we could in fact improve service to DDP elements by this method. However, it ignores the fact that 161 messages is a 15/20% workload increase on the Cable Secretariat Staff

Para 6 recommendations - 6b - Imposes responsibility for administration of NCCB affairs on Cable Sec front office to be absorbed as required. Comment - Savings nil since it does not save by elimination of OCR front office staff. Let us say it transfers administrative headache from OCR, to GWB & Co. No bone to pick except to lay facts of the proposal on the table. Let's make score: OCR gain? Cable 25X1A
Sec picks up added responsibility as is fitting for any little red hen. We can & will do

Comment 6c (2)-Same theme, assumes CSDO can absorb 15/20% workload imposed by 161 State cables at night & week-end. No basis of fact.

In summary I find no provision made throughout the study for additional personnel either as a result of additional workload increase or workload increase in the interest of providing better service. The charts, in my opinion, are worthless and probably not understood by anyone connected with the study.